

**RELATIONSHIP BETWEEN MOTIVATIONAL FACTORS AND
SATISFACTION AMONG TEACHERS**

**A thesis submitted to the Graduate School in partial
fulfilment of the requirements for the degree of
Master of Science (Management)**

By

LEE GIM WAH (ALLISON)

**Universiti Utara Malaysia
November, 1996**



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(Name) Cik Adika Shiraz Ahmed

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ABSTRAK

Kajian ini bertujuan untuk menyiasat perhubungan di antara faktor-faktor motivasi dan kepuasan guru, berdasarkan faktor-faktor motivasi luaran dan dalaman, secara bergabung atau berasingan. Kajian ini juga cuba mengesan perhubungan di antara ciri-ciri peribadi guru dan kepuasan guru terhadap faktor-faktor motivasi, berlandaskan jantina, ras, taraf perkahwinan, kelayakan, tempoh perkhidmatan dan usia. Satu soal selidik dwibahasa yang mengandungi 34 soalan telah digunakan untuk mengukur pembolehubah-pembolehubah dalam kajian ini. Kajian perintis yang dijalankan di SM. Teknik TARP dengan menggunakan sampel bebas seramai 30 orang guru, menunjukkan pekali kebolehpercayaan soal selidik tersebut yang diukur dengan menggunakan Alpha Cronbach, bernilai 0.8693 (faktor motivasi luaran), 0.5709 (faktor motivasi dalaman), 0.9418 (kepuasan terhadap faktor motivasi luaran), dan 0.8506 (kepuasan terhadap motivasi dalaman). Persampelan rawak berstrata secara berkadaran telah digunakan untuk memilih sejumlah 328 orang responden daripada populasi seramai 2208 orang guru sekolah menengah di Georgetown, Pulau Pinang. Data yang dikutip diuji dengan statistik deskriptif dan inferens. Dapatan kajian memperlihatkan bahawa kepuasan mempunyai perhubungan yang positif dan signifikan dengan faktor-faktor motivasi, tetapi kepuasan amnya tidak berbeza di antara lelaki dan perempuan. Jantina hanya mempengaruhi kepuasan terhadap faktor motivasi luaran. Tiada perbezaan yang signifikan dalam kepuasan terhadap faktor motivasi dalaman berdasarkan ras, tetapi perbezaan dalam kepuasan terhadap faktor motivasi luaran adalah signifikan di kalangan kaum yang berlainan. Perbezaan kepuasan yang signifikan diamati tidak

berlaku di kalangan guru yang berlainan taraf perkahwinan dan kelayakan. Varians kepuasan dapat dijelaskan oleh kedua-dua faktor motivasi luaran dan dalaman, tetapi tempoh perkhidmatan, dan usia tidak menjelaskan varians kepuasan. Namun, dalam kajian ini, faktor-faktor motivasi luaran merupakan peramal yang terbaik untuk kepuasan.

ABSTRACT

This study aimed to investigate the relationship between motivational factors and satisfaction among teachers, along external motivators and internal motivators, jointly or singly. It also attempted to establish the relationship between personal characteristics and satisfaction, along gender, race, marital status, qualifications, length of service, and age. A 34-item, bilingual questionnaire was employed to measure the variables. A pilot test conducted in SM.Teknik TARP with a random sample of 30 teachers showed that the instrument yielded a reliability coefficient of 0.8693 (external motivators), 0.5709 (internal motivators), 0.9418 (satisfaction with external motivators), and 0.8506 (satisfaction with internal motivators); which were measured using Cronbach's Alpha. Proportionate stratified random sampling was adopted to select a sample of 328 respondents from a population of 2208 secondary school teachers in Georgetown, Penang. Data collected were tested using descriptive and inferential statistics. The findings indicated a positive and significant relationship between satisfaction and motivational factors, but satisfaction generally does not differ between males and females. Gender only affects satisfaction with external motivators. There is no significant difference in satisfaction with internal motivators among the races, but the difference in satisfaction with external motivators was found to be significant among the various ethnic groups. No significant difference in satisfaction was observed among teachers of various marital status, and qualifications. The variance in satisfaction was significantly explained by both external and internal motivators, but not length of service, and age. External motivators, however, appear to be the best predictor for satisfaction, in this study.

ACKNOWLEDGEMENT

I am indebted to many people whose kind assistance have contributed immensely to the successful completion of this thesis. Indeed, the list of those to whom acknowledgement is due cannot be comprehensive, but the following deserve special mention.

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Finally, to God be all the glory for His abundant grace and mercies!

DEDICATION

To my father, the late Mr. Lee Hooi Cheam, who taught me the value of courage, diligence, perseverance, and resilience in managing the vicissitudes of life, and that,

“The fear of God is the beginning of wisdom, and the knowledge of the Holy One is understanding.”

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CHAPTER 1

INTRODUCTION

1.1 Context of the problem

The primary focus of this research study was to investigate the relationship between motivational factors and satisfaction among teachers. Teachers, undeniably, are a valuable resource to nation building; but unmotivated or demotivated teachers may become liabilities. Feelings of frustration and dissatisfaction, if unchecked, might lead to teachers becoming apathetic in their work, attitudes, and behaviour, which certainly would not augur well for Malaysia which is progressing so admirably.

Hence, it is hoped that the empirical data generated from this research be utilised by decision-makers, and policy-makers to mobilise the talents, skills and expertise of teachers so as to facilitate the realisation of the many dreams and aspirations of the nation of Malaysia as outlined and enshrined succinctly in Vision 2020, and the mission statement of the Ministry of Education, Malaysia.

The contents of
the thesis is for
internal user
only

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APPENDIX A

LIST OF PENANG SECONDARY SCHOOLS (PULAU DISTRICT)

No.	Name Of School	Grade	Address	Phone No.
Normal or Ordinary Schools:				
1.	SM. Abdullah Munshi	A	Jalan P. Ramlee, 10460 Pulau Pinang.	04-2813245
2.	SM. Air Itam	B	Jalan Thean Teik, Air Itam, 11500 Pulau Pinang.	04-8272688
3.	SM. Bukit Gambier	B	Jalan Yeap Chor Ee, 11700 Gelugor, Pulau Pinang.	04-6585462
4.	SM. Chung Hwa Confucian	A	2 Pesiaran Tembaga, 11600 Pulau Pinang.	04-6585662
5.	SM. Chung Ling	A	Kampung Baru, Jalan Air Itam, 11400 Pulau Pinang.	04-8282435
6.	SM. Convent Datuk Keramat	B	421 Jalan Datuk Keramat, 10150 Pulau Pinang.	04-2279908
7.	SM. Convent Green Lane	B	Jalan Masjid Negeri, 11600 Pulau Pinang.	04-6584842
8.	SM. Convent Lebu Light	B	Lebu Light, 10200 Pulau Pinang.	04-2633894
9.	SM. Convent Pulau Tikus	B	Lorong Maktab, 10250 Pulau Pinang.	04-362677
10.	SM. Georgetown	B	Lorong Batu Lancang, 11600 Pulau Pinang.	04-8284884
11.	SM. Datuk Hj. Mohd. Nor Ahmad	B	Kampung Kastam, 11700 Pulau Pinang.	04-6581272
12.	SM. Hj. Zainal Abidin	B	Jalan Scotland, 10460 Pulau Pinang.	04-2289240

No.	Name Of School	Grade	Address	Phone No.
13.	SM. Hamid Khan	A	Lorong Delima 8, Taman Mutiara, 11700 Gelugor, Pulau Pinang.	04-6585462
14.	SM. Heng Ee	A	99 Jalan Hamilton, 11600 Pulau Pinang.	04-2824402
15.	SM. Hutchings	B	Lebuh Farquhar, 10200 Pulau Pinang.	04-2611425
16.	SM. Jelutong	A	Lorong Sekolah, 11600 Pulau Pinang.	04-6583452
17.	SM. Laki-laki Methodist	A	250 Jalan Air Itam, 10460 Pulau Pinang.	04-2293986
18.	SM. Padang Polo	B	Jalan Sepoy Lines, 10450 Pulau Pinang.	04-2294327
19.	SM. Penang Free	A	Jalan Masjid Negeri, 11600 Pulau Pinang.	04-2815814
20.	SM. Perempuan Cina	A	2 Jalan Gottlieb, 10350 Pulau Pinang.	04-2277124
21.	SM. Perempuan Methodist	B	42 Jalan Anson, 10400 Pulau Pinang.	04-373073
22.	SM. Perempuan Sri Mutiara	A	Jalan Air Itam, 10460 Pulau Pinang.	04-2827039
23.	SM. Perempuan St. George	A	Jalan Macalister, 10450 Pulau Pinang.	04-2295855
24.	SM. Por Tay	B	19-A Jalan Bagan Jermal, 10250 Pulau Pinang.	04-2270772
25.	SM. St. Xavier	A	Lebuh Farquhar, 10200 Pulau Pinang.	04-2610411
26.	SM. Tanjung Bunga	B	Jalan Tan Jit Seng, 11200 Pulau Pinang.	04-8908377
27.	SM. Tunku Puan Ilabsah	B	Jalan Sepoy Lines, 10450 Pulau Pinang.	04-2297299
28.	SM. Union	A	132 Jalan York, 10450 Pulau Pinang.	04-377411

No.	Name Of School	Grade	Address	Phone No.
29.	SM. Westlands	B	3 Jalan Khaw Sim Bee, 10400 Pulau Pinang.	04-361695
30.	SM. Raja Tun Uda	A	Jalan Tengah , Bayan Lepas, 11950 Pulau Pinang.	04-6432772
31.	SM. Sungai Ara	A	Sungai Ara, 11900 Bayan Lepas.	04-6434557
32.	SM. Teluk Kumbar	A	Teluk Kumbar, 11920 Bayan Lepas, Pulau Pinang.	04-6491536
33.	SM Sacred Heart	A	11000 Balik Pulau, Pulau Pinang.	04-8668217
34.	SM. Seri Balik Pulau	A	Jalan Sungai Nipah, 11020 Pulau Pinang.	04-8668262
35.	SM. St. George Balik Pulau	A	11000 Balik Pulau, Pulau Pinang.	04-8668225
Special Schools:				
36.	SMKA. Almahoor (I.)	A	Jalan Air Itam, 10460 Pulau Pinang.	04-2294772
37.	SMKA. Almahoor (P)	A	Medan Lim Cheng Teik, 10250 Pulau Pinang.	04-364363
38.	SM. Teknik TARP	A	Jalan Ibbetson, 11400 Pulau Pinang.	04-8283966
39.	SM. Vokasional Batu Lancang	A	Lorong Batu Lancang, 11600 Pulau Pinang.	04-8284389
40.	SM. Vokasional Balik Pulau	A	11000 Balik Pulau	04-8666229
41.	SM. Pendidikan Khas	A	600-H Jalan Lembah Permai, 11200 Pulau Pinang.	04-8907313

APPENDIX B

Frequency Analysis Of Respondents' Length Of Service (n = 328)

Variable	Female		Male		Total	
	Freq.	%	Freq.	%	Freq.	%
Respondents	211	64.9	114	35.1	325	100
Length of Service (year): Less than 1	5	62.5	3	37.5	8	2.5
1 to 5	41	77.4	12	22.6	53	16.3
6 to 10	39	83.0	8	17.0	47	14.5
11 to 15	42	72.4	16	27.6	58	17.8
16 to 20	41	63.1	24	36.9	65	20.0
21 to 25	15	65.2	8	34.8	23	7.1
26 to 30	24	45.3	29	54.7	53	16.3
31 to 35	4	26.7	11	73.3	15	4.6
36 to 40	0	0	3	100	3	0.9
Missing Cases :	3					

APPENDIX C

Frequency Analysis Of Respondents' Age (n = 328)

Variable	Female		Male		Total	
	Freq.	%	Freq.	%	Freq.	%
Respondents	211	64.9	114	35.1	325	100
Age (years): Less than 25	9	64.3	5	35.7	14	4.3
26 to 35	85	83.3	17	16.7	102	31.4
36 to 45	75	64.7	41	35.3	116	35.7
46 to 55	41	47.1	46	52.9	87	26.8
56 and above	1	16.7	5	83.3	6	1.8
Missing Cases:	3					

APPENDIX D

Frequency Analysis Of Responses For Satisfaction With External Motivators (n = 328)

Variable	Item	Frequency (Percentage)					n	Mode	Mean	SD
		1	2	3	4	5				
Satpay	15	56 (17.1)	173 (52.7)	14 (4.3)	80 (24.4)	5 (1.5)	328	2	2.405	1.080
Satpay1	17	50 (15.2)	174 (53.0)	17 (5.2)	82 (25.0)	5 (1.5)	328	2	2.445	0.071
Satpay2	18	41 (12.5)	176 (53.7)	42 (12.8)	64 (19.5)	5 (1.5)	328	2	2.439	0.990
Satpay3	19	64 (19.5)	165 (50.3)	43 (13.1)	55 (16.8)	1 (0.3)	328	2	2.280	0.974
Satpay4	20	49 (14.9)	172 (52.4)	30 (9.1)	74 (22.6)	3 (0.9)	328	2	2.421	1.026
Satpay5	23	73 (22.3)	138 (42.1)	83 (25.3)	34 (10.4)	0 (0.0)	328	2	2.238	0.914
Satpay6	31	65 (19.8)	150 (45.7)	39 (11.9)	72 (22.0)	2 (0.6)	328	2	2.378	1.054
Legend: Satpay - Satisfaction with take home pay Satpay1 - Satisfaction with current salary Satpay2 - Satisfaction with recent raise Satpay3 - Satisfaction with past raises Satpay4 - Satisfaction with overall pay level Satpay5 - Satisfaction with raise determination Satpay6 - Satisfaction with pay and workload										

**Frequency Analysis Of Responses For Satisfaction With External Motivators
(n = 328)**

Variable	Item	Frequency (Percentage)					n	Mode	Mean	SD
		1	2	3	4	5				
Satfben	16	70 (21.3)	167 (50.9)	40 (12.2)	49 (14.9)	2 (0.6)	328	2	2.226	0.969
Satfben1	21	50 (15.2)	169 (51.5)	65 (19.8)	44 (13.4)	0 (0.0)	328	2	2.314	0.889
Satfben2	22	65 (19.8)	166 (50.6)	59 (18.0)	38 (11.6)	0 (0.0)	328	2	2.213	0.894
Satawrcc	25	61 (18.6)	146 (44.5)	76 (23.2)	41 (12.5)	4 (1.2)	328	2	2.332	0.959
Satawrec1	34	57 (17.4)	104 (31.7)	83 (25.3)	81 (24.7)	3 (0.9)	328	2	2.601	1.068
Satpro	24	86 (26.2)	121 (36.9)	95 (29.0)	25 (7.6)	1 (0.3)	328	2	2.189	0.923
Satpro1	32	85 (25.9)	134 (40.9)	75 (22.9)	33 (10.1)	1 (0.3)	328	2	2.180	0.942

Legend:

- Satfben - Satisfaction with fringe benefits
- Satfben1 - Satisfaction with value of benefits
- Satfben2 - Satisfaction with number of benefits
- Satawrcc - Satisfaction with awards and recognition
- Satawrec1 - Satisfaction with praises
- Satpro - Satisfaction with promotion prospects
- Satpro1 - Satisfaction with advancement

APPENDIX E

Analysis Of Responses For Satisfaction With Internal Motivators
(n = 328)

Variable	Item	Frequency (Percentage)					n	Mode	Mean	SD
		1	2	3	4	5				
Sataccom	26	12 (3.7)	54 (16.5)	57 (17.4)	174 (53.0)	31 (9.5)	328	4	3.482	0.995
Satgrow	27	26 (7.9)	107 (32.6)	81 (24.7)	95 (29.0)	19 (5.8)	328	2	2.921	1.078
Satskill	28	16 (4.9)	77 (23.5)	61 (18.6)	152 (46.3)	22 (6.7)	328	4	3.265	1.046
Satauto	29	18 (5.5)	91 (27.7)	47 (14.3)	156 (47.6)	16 (4.9)	328	4	3.186	1.066
Satauto1	30	15 (4.6)	72 (22.0)	73 (22.3)	155 (47.3)	13 (4.0)	328	4	3.241	0.989
Satauto2	33	23 (7.0)	83 (25.3)	56 (17.1)	154 (47.0)	12 (3.7)	328	4	3.149	1.063
<p>Legend:</p> <p>Sataccom - Satisfaction with accomplishment</p> <p>Satgrow - Satisfaction with personal growth</p> <p>Satskill - Satisfaction with use of skills</p> <p>Satauto - Satisfaction with freedom of judgement</p> <p>Satauto1 - Satisfaction with working alone</p> <p>Satauto2 - Satisfaction with own methods</p>										

APPENDIX F

Frequency Analysis Of Responses For External And Internal Motivators (n = 328)

Variable	Item	Frequency (Percentage)					n	Mode	Mean	SD
		1	2	3	4	5				
Pay	7	49 (14.9)	106 (32.3)	50 (15.2)	95 (29.0)	28 (8.5)	328	2	2.838	1.237
Fben	8	59 (18.0)	110 (33.5)	51 (15.5)	84 (25.6)	24 (7.3)	328	2	2.707	1.234
Awrec	9	42 (12.8)	108 (32.9)	65 (19.8)	89 (27.1)	23 (7.0)	327	2	2.845	1.218
Promot	10	41 (12.5)	100 (30.5)	60 (18.3)	102 (31.1)	25 (7.6)	328	4	2.909	1.190
Accom	11	4 (1.2)	5 (1.5)	6 (1.8)	111 (33.8)	202 (61.6)	328	5	4.530	0.725
Growth	12	2 (0.6)	12 (3.7)	9 (2.7)	144 (43.9)	161 (49.1)	328	5	4.372	0.764
Skills	13	5 (1.5)	7 (2.1)	5 (1.5)	145 (44.2)	166 (50.6)	328	5	4.402	0.764
Auto	14	9 (2.7)	18 (5.5)	31 (9.5)	136 (41.5)	134 (40.9)	328	4	4.122	0.979
Legend: Pay - Pay) External Motivators Fben - Fringe benefits) Awrec - Awards and recognition) Promot - Promotion) Accom - Accomplishment) Internal Motivators Growth - Personal growth) Skills - Use of skills and abilities) Auto - Autonomy)										

APPENDIX G

UNIVERSITI UTARA MALAYSIA

06010 UUM, SINTOK, KEDAH DARULAMAN, MALAYSIA.

Tel: 04 - 9241801- 8 Cable: UTAMAS Telex: MA 42052 Fax: 04 - 9241641

QUESTIONNAIRE

Relationship Between Motivational Factors And Satisfaction Among Teachers

Dear Sir / Madam,

This is a study which can be made possible only through your kind co-operation. The following information will in **NO** way affect your position as you will **NOT** be identified individually, since results will be in statistical summaries.

Please check, circle or write down your answers to EVERY question which follow. There are 34 items in this questionnaire. All answers provided will be kept **STRICTLY CONFIDENTIAL**.

Thank you very much for your participation and co-operation.

Yours truly,
Lee Gim Wah (Allison)
Graduate School,
Universiti Utara Malaysia.

SOAL SELIDIK

Perhubungan Di Antara Faktor-faktor Motivasi Dan Kepuasan Guru

Tuan /Puan,

Kerjasama tuan / puan amatlah diperlukan untuk menjayakan kajian ini. Maklumat dalam soal selidik ini tidak akan menjejaskan kedudukan tuan / puan kerana tuan / puan **TIDAK** akan dikenalkan secara individu. Segala hasil kajian akan dirumuskan dalam bentuk statistik dan **TIDAK** akan menyebut sebarang nama.

Sila jawab SETIAP soalan dengan menandakan [/] pada petak yang sesuai, membulatkan ataupun menuliskan jawapan tuan / puan. Terdapat 34 soalan dalam soal selidik ini. Semua jawapan yang dikemukakan oleh tuan / puan akan **DIRAHSIAKAN**.

Atas kerjasama dan penyertaan tuan / puan dalam kajian ini, saya dahului dengan ucapan ribuan terima kasih.

Yang benar,
Lee Gim Wah (Allison)
Sekolah Siswazah,
Universiti Utara Malaysia.

SECTION A : About Yourself (6 Items) BAHAGIAN A: Maklumat Diri (6 Soalan)	Office Use Kegunaan Pejabat
<p>Please check [/] in the box that corresponds to your response. Sila tandakan [/] dalam petak yang sesuai dengan jawapan anda.</p>	<p>Code Kod</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>
<p>1. Gender : Jantina:</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <input type="checkbox"/> Female (<i>Perempuan</i>) </div> <div style="text-align: center;"> <input type="checkbox"/> Male (<i>Lelaki</i>) </div> </div>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 01 </div>
<p>2. Race : Kaum:</p> <div style="margin-top: 10px;"> <input type="checkbox"/> Bumiputra (<i>Bumiputra</i>) <input type="checkbox"/> Chinese (<i>Cina</i>) <input type="checkbox"/> Indian (<i>India</i>) <input type="checkbox"/> Others (<i>Lain-lain</i>) Please specify (<i>Sila nyatakan</i>) _____ </div>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 02 </div>
<p>3. Marital Status : Taraf Perkahwinan:</p> <div style="margin-top: 10px;"> <input type="checkbox"/> Single (<i>Bujang</i>) <input type="checkbox"/> Married (<i>Berkahwin</i>) <input type="checkbox"/> Others (<i>Lain-lain</i>) Please specify (<i>Sila nyatakan</i>) _____ </div>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 03 </div>
<p>4. Qualifications : Kelayakan:</p> <div style="margin-top: 10px;"> <input type="checkbox"/> MCE/SPM (<i>MCE/SPM</i>) <input type="checkbox"/> HSC/STPM (<i>HSC/STPM</i>) <input type="checkbox"/> Diploma (<i>Diploma</i>) <input type="checkbox"/> Bachelor's Degree (<i>Ijazah Sarjana Muda</i>) <input type="checkbox"/> Master's Degree (<i>Ijazah Sarjana</i>) </div>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 04 </div>
<p>5. Length Of Service : (Please specify in years) _____ years. Tempoh Perkhidmatan: (Sila nyatakan dalam tahun) _____ tahun.</p>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 05 </div>
<p>6. Age : (Please specify in years) _____ years. Umur: (Sila nyatakan dalam tahun) _____ tahun.</p>	<div style="text-align: right; margin-top: 20px;"> <div style="border: 1px solid black; width: 40px; height: 20px; display: inline-block;"></div> 06 </div>

SECTION B : About Motivators (8 Items)
BAHAGIAN B: Tentang Faktor Motivasi (8 Soalan)

Office Use
Kegunaan Pejabat

Code Kod

Please indicate to what extent you agree or disagree with each of the following statements by circling ONE of the numbers 1 to 5, based on the scale below:
Sila nyatakan sejauh mana anda setuju atau tidak setuju dengan setiap pernyataan berikut dengan membulatkan SATU nombor daripada 1 hingga 5, berdasarkan skala di bawah:

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Tidak Pasti</i>	<i>Setuju</i>	<i>Sangat Setuju</i>

- | | | | | | | |
|--|---|---|---|---|---|-------------------------|
| 7. Producing a high quality of work increases my chances for higher pay.
<i>(Menghasilkan kerja yang berkualiti tinggi menambahkan peluang saya untuk mendapat gaji yang lebih tinggi).</i> | 1 | 2 | 3 | 4 | 5 | <input type="text"/> 07 |
| 8. Good job performance will enable me to enjoy more fringe benefits.
<i>(Prestasi kerja yang baik akan membolehkan saya menikmati lebih banyak ganjaran).</i> | 1 | 2 | 3 | 4 | 5 | <input type="text"/> 08 |
| 9. When I exert more effort on my job, it increases my chances of being given special awards and recognition.
<i>(Apabila saya lebihkan usaha dalam tugas saya, peluang diberi pengiktirafan dan anugerah istimewa bertambah baik.)</i> | 1 | 2 | 3 | 4 | 5 | <input type="text"/> 09 |
| 10. Producing a high quality of work enhances my chances of promotion.
<i>(Menghasilkan kerja yang berkualiti tinggi menambah peluang saya untuk dinaikkan pangkat).</i> | 1 | 2 | 3 | 4 | 5 | <input type="text"/> 10 |
| 11. When I do my work well, it gives me a feeling of accomplishment.
<i>(Apabila saya membuat kerja dengan baik, saya rasa puas dengan pencapaian saya).</i> | 1 | 2 | 3 | 4 | 5 | <input type="text"/> 11 |

						<i>Office Use</i> <i>Kegunaan Pejabat</i>	
						<i>Code</i>	<i>Kod</i>
12.	When I perform my job well, it contributes to my personal growth and development. <i>(Apabila saya melaksanakan kerja saya dengan baik, ini akan menyumbang kepada pertumbuhan peribadi dan kemajuan diri saya).</i>	1	2	3	4	5	<input type="text"/> 12
13.	When I perform my job well, I feel that I am making good use of my skills and abilities. <i>(Apabila saya melaksanakan kerja saya dengan baik, saya rasa kemahiran dan kebolehan saya digunakan dengan sebaik-baiknya).</i>	1	2	3	4	5	<input type="text"/> 13
14.	A sense of freedom to do what I wish on my job, is desirable to me. <i>(Saya inginkan kebebasan untuk menjalankan kerja menurut kehendak hati saya).</i>	1	2	3	4	5	<input type="text"/> 14

SECTION C : About Satisfaction (20 Items) BAHAGIAN C: Tentang Kepuasan (20 Soalan)						Office Use Kegunaan Pejabat	
Please indicate your response towards each of the following statements by circling ONE of the numbers 1 to 5, based on the scale below: Sila nyatakan respon anda terhadap setiap pernyataan berikut dengan membulatkan SATU nombor daripada 1 hingga 5, berdasarkan skala di bawah:						Code Kod	
1 Very Dissatisfied Sangat Tidak Memuaskan	2 Dissatisfied Tidak Memuaskan	3 Undecided Tidak Pasti	4 Satisfied Memuaskan	5 Very Satisfied Sangat Memuaskan			
15. My take home pay. (Gaji bersih saya).	1	2	3	4	5	<input type="text"/>	15
16. My fringe benefit package. (Pakej ganjaran saya).	1	2	3	4	5	<input type="text"/>	16
17. My current salary. (Gaji saya sekarang).	1	2	3	4	5	<input type="text"/>	17
18. My most recent raise. (Kenaikan gaji saya baru-baru ini).	1	2	3	4	5	<input type="text"/>	18
19. The raises I have typically in the past. (Kenaikan gaji saya secara lazim pada masa-masa lalu).	1	2	3	4	5	<input type="text"/>	19
20. My overall level of pay. (Tahap gaji saya secara keseluruhan).	1	2	3	4	5	<input type="text"/>	20
21. The value of my benefits. (Nilai ganjaran-ganjaran saya).	1	2	3	4	5	<input type="text"/>	21
22. The number of benefits I receive. (Bilangan ganjaran yang saya terima).	1	2	3	4	5	<input type="text"/>	22
23. How my raises are determined. (Bagaimana kenaikan gaji saya ditentukan).	1	2	3	4	5	<input type="text"/>	23
24. My promotion prospects. (Prospek kenaikan pangkat saya).	1	2	3	4	5	<input type="text"/>	24
25. The awards and recognition I get for doing a good job. (Amugerah dan pengiktirafan yang saya terima untuk pelaksanaan kerja yang baik).	1	2	3	4	5	<input type="text"/>	25

							Office Use Kegunaan Pejabat	
							Code	Kod
26.	The feeling of accomplishment I get from the job. (Perasaan pencapaian yang saya peroleh daripada kerja saya).	1	2	3	4	5	<input type="text"/>	26
27.	The opportunities for personal growth and development. (Peluang-peluang untuk pertumbuhan dan kemajuan diri).	1	2	3	4	5	<input type="text"/>	27
28.	The chance to do something that makes use of my skills and abilities. (Peluang untuk melakukan sesuatu yang membolehkan saya menggunakan kemahiran dan kebolehan saya).	1	2	3	4	5	<input type="text"/>	28
29.	The freedom to use my own judgement. (Kebebasan menggunakan pertimbangan sendiri).	1	2	3	4	5	<input type="text"/>	29
30.	The chance to work alone on the job. (Peluang untuk membuat kerja secara bersendirian).	1	2	3	4	5	<input type="text"/>	30
31.	My pay and the amount of work I do. (Gaji saya dan amaun kerja yang dilakukan).	1	2	3	4	5	<input type="text"/>	31
32.	The chances for advancement on this job. (Peluang-peluang untuk kenaikan pangkat dalam tugas ini).	1	2	3	4	5	<input type="text"/>	32
33.	The chance to try my own methods of doing the job. (Peluang untuk mencuba kaedah-kaedah saya sendiri semasa menjalankan tugas).	1	2	3	4	5	<input type="text"/>	33
34.	The praise I get for doing a good job. (Pujian yang saya dapat apabila melakukan kerja dengan baik).	1	2	3	4	5	<input type="text"/>	34

**THANK YOU FOR COMPLETING EVERY ITEM
IN THIS QUESTIONNAIRE**
 (Terima Kasih Atas Kesudian Menjawab Setiap Soalan)

APPENDIX H

Correspondence

1. Letter From Graduate School, Universiti Utara Malaysia
2. Approval Letter From Education Planning And Research Division,
Ministry of Education, Malaysia.
3. Approval Letter From State Department Of Education, Penang.



UNIVERSITI UTARA MALAYSIA

06010 UUM, Sintok, Kedah Darul Aman, Malaysia. Tel 04-9241801 - 8 Cable : UTAMAS Telex: MA 42052 Fax/DL: 04-9241641

Sekolah Siswazah

UUM/SS/T-13/1

07 Ogos 1996

KEPADA SESIAPA YANG BERKENAAN

Adalah disahkan bahawa Allison Lee Gim Wah, No. matrik 80269, ialah pelajar siswazah program Sarjana Sains (Pengurusan) UUM/IAB di Universiti ini.

Beliau perlu mengutip serta mengumpul data/maklumat daripada berbagai sumber yang telah dikenali untuk membolehkan beliau memenuhi keperluan kerja kursus bagi program ini.

Sehubungan itu, kami amat berbesar hati sekiranya pihak tuan/puan dapat memberi kerjasama dan bantuan kepada beliau dalam usaha tersebut.

(PROF. MADYA DR. IBRAHIM ABDUL-HAMID)

Dekan

Sekolah Siswazah

s.k. Fail Pelajar

s-siapa/#4/rc/hh



BAHAGIAN PERANCANGAN DAN
PENYELIDIKAN PENDIDIKAN,
KEMENTERIAN PENDIDIKAN,
PARAS 2, 3 DAN 5, BLOK J,
PUSAT BANDAR DAMANSARA,
50604 KUALA LUMPUR

Telefon: 2556900
Kawat: "PENDIDIK."
Faks: 03-2554960

Ruj. Tuan:

KP(BPPP)13/15

Ruj. Kami:

Jld.46(4/5)

Tarikh:

30 Ogos 1996.

Cik Lee Gim Wah (Allison),
M5-7-4 Lorong Mahsuri 12,
Bayan Baru,
11950 Bayan Lepas,
P. Pinang.

Puan,

Kebenaran Bagi Menjalankan Kajian Ke Sekolah-Sekolah,
Jabatan-Jabatan Dan Institusi-Institusi Di Bawah
Kementerian Pendidikan Malaysia

Adalah saya diarah untuk memaklumkan bahawa permohonan puan untuk
menjalankan kajian mengenai

"Impact Of Organizational Reward System On Motivation Among
Teachers".

telah diluluskan.

2. Kelulusan ini adalah berdasarkan kepada hanya apa yang
terkandung di dalam cadangan penyelidikan yang tuan kemukakan ke
Bahagian ini. Kebenaran bagi menggunakan sampel kajian perlu
diperolehi daripada Ketua Bahagian/Pengarah Pendidikan Negeri
yang berkenaan.

3. Tuan juga dikehendaki menghantar senaskhah hasil kajian tuan
ke Bahagian ini sebaik sahaja selesai kelak.

Sekian.

"BERKHIDMAT UNTUK NEGARA"

"CINTAILAH BAHASA KITA"

Saya yang menurut perintah,

a. Karim

(DR. ABD. KARIM BIN MD. NOR)

b.p. Pengarah Perancangan dan Penyelidikan Pendidikan,

b.p. Pendaftar Besar Sekolah-Sekolah dan Guru-Guru,

Kementerian Pendidikan.

s.k.

Pengarah,
Jabatan Pendidikan P. Pinang.

Dekan,
Sekolah Siswazah,
UUM.

Ruj. Tuan:

Ruj. Kami: (38) dlm. Pel. P.P. 0051-2. Jld. 13

Tarikh : 11 September 1996.

Cik Lee Gim Wah (Allison),
M5-7-4 Lorong Mahsuri 12,
Bayan Baru,
11950 Bayan Lepas,
PULAU PINANG.

~~XXXX~~/Puan,

Penyelidikan Pendidikan

Permohonan Menggunakan Sampel Penyelidikan
Dan Melibatkan Sekolah-sekolah Di Pulau Pinang

Cik Lee Gim Wah (Allison)
Nama Penyelidik:
No: Kad Pengenalan:
11 September - 30 September 1996
Tarikh Penyelidikan:
Tajuk Penyelidikan: "Relationship Between Motivational Factors And
Satisfaction Among Teachers".
.....
.....

Saya adalah diarah merujuk kepada permohonan ~~xxxx~~/puan tersebut di atas.

2. ~~xxxx~~/puan adalah dimaklumkan bahawa permohonan ~~xxxx~~/puan untuk menggunakan sampel penyelidikan seperti yang dikemukakan ke jabatan ini dan juga untuk melibatkan sekolah-sekolah seperti dalam senarai yang dikepilkan adalah diluluskan.

3. Kelulusan ini hanya diberikan berdasarkan kepada apa yang terkandung dalam alat pengukur atau instrumen yang ~~xxxx~~/puan kemukakan ke jabatan ini.

4. Untuk menentukan kerja-kerja biasa sekolah tidak terjejas ~~xxxx~~/puan adalah diminta menghubungi guru besar/pengetua sekolah untuk menentukan tarikh, masa dan kelas (bukan kelas peperiksaan rasmi kerajaan) yang akan dilibatkan dalam penyelidikan ~~xxxx~~/puan.

5. ~~xxxx~~/puan adalah diminta menunjukkan surat kelulusan ini apabila menghubungi guru besar/pengetua sekolah.

6. ~~Tuan~~/puan adalah juga diminta menghantar senaskah hasil penyelidikan ~~xxxx~~/puan ke jabatan ini sebaik sahaja ianya siap.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

(HAJI MD. YUSOFF BIN MD. NOOR)

b.p. Pengarah Pendidikan/Pendaftar Sekolah-sekolah,
Pulau Pinang.

s.k.

1. Pengarah,
Bahagian Perancangan Dan Penyelidikan Pendidikan,
Kementerian Pendidikan Malaysia,
Paras 2, 3 & 5, Blok J,
Pusat Bandar Damansara,
50604 Kuala Lumpur.

(u.p. Dr. Abd. Karim bin Md. Nor)

- Surat tuan KP(BPPF) 13/15 Jld. 46(465)
adalah berkaitan.

bertarikh 30 Ogos 1996

2. Pegawai Pendidikan Daerah
Pulau/Utara & Tengah/Selatan,
Pulau Pinang.

3. Pengetua/Guru Besar,
sekolah-sekolah berkenaan.

Pengetua SM Chung Hwa Confucian

Pengetua SM Heng Ee

Pengetua SM Padang Polo

Pengetua SM Perempuan St. George

Pengetua SM Haji Zainal Abidin

Pengetua SM Union

Pengetua SM Teknik TARP

Pengetua SM Vokasional Batu Lintang